

# Tennessee Child Care Task Force

Task Force Meeting: September 15, 2022

*Public Consulting Group LLC*



This project is funded through a contract with the Tennessee Department of Human Services and Public Consulting Group LLC

**Solutions that Matter**

# Agenda

1. IPR Feedback Focus Groups and Survey
2. Peer State Interview Updates
3. Visioning/Solutioning Group Updates
4. Final Report Outline/Schedule



# IPR Feedback Focus Groups and Survey

# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Affordability	<ul style="list-style-type: none"> <li>Parents reported they can find child care, but they can't find child care they can afford.</li> <li>Reported barriers when care is found regarding associated fees and enrollment costs which are out of pocket burdens.</li> <li>A general sense that families do not know about, or how to access subsidies and deeply rely on programs for support with this.</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>Importance of having staff trained on subsidies so they can work with families around things like categorical eligibility</li> <li>Programs admit to operating on margins that aren't sustainable (i.e. negative or a minute amount left over)</li> </ul>
Pay and benefits	<ul style="list-style-type: none"> <li>Participants spoke to the value of investing in the quality and capacity of the educator because the educator is what truly makes an impact on quality, not always investments in the program.</li> <li>Livable wages, specifically salaries, and benefits are key. Participants emphasized that while we talk a lot about wages, but benefits are also critical. All efforts around quality and access come back to this.</li> </ul>
Pipeline	<ul style="list-style-type: none"> <li>Perspectives that the qualification expectations are not helpful, and extremely difficult [ex. CDA obtainment].</li> <li>Pipeline challenges were mentioned multiple times for rural areas. There aren't enough workers, let alone credentialed educators in rural areas.</li> <li>Pipeline and recruitment issues had a major impact on providers ability to open classrooms and keep programs open.</li> <li>Most educators don't go to college because of cost- they are afraid of assuming costs and don't have care for their own children while attending.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Participants spoke to a need for new businesses (child care and other sectors), to understand the services that are available to support parental self-sufficiency, particularly large businesses to offer or create on-site or nearby space.</li> <li>Importance of community members to come together for communication- families, public schools, child care and corporations were named.</li> <li>Desire for a guaranteed number of [contracted] slots, particularly for businesses.</li> </ul>



# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Business	<ul style="list-style-type: none"> <li>Challenges with shift care considerations happen when a parent for first shift care, gets out of work late and bumps into second shift care and licensing rations.</li> <li>Strong desire and need for child care in healthcare facilities, legal offices etc.</li> <li>Suggestion for micro-centers informed by data such as employer reported, CCRR reported, census etc. where it could be a single classroom or an on-site multi-age (like a leased space for FCC).</li> </ul>
Business – Partnerships	<ul style="list-style-type: none"> <li>Strong desire for Shared Services</li> <li>Strong desire for partnerships with across child care businesses, with other sectors, and a desire for greater business engagement (child care discounts as employee benefits, leveraging space, employer data to evaluate demand etc.</li> </ul>
Business - Awareness	<ul style="list-style-type: none"> <li>Strong desire to implement awareness and benefit programs as part of employers. Ex. awareness campaigns about child and family services, ex. flyers in employer break rooms, as part of employee onboarding packets etc.</li> <li>Strong desire for a community schools approach- more comprehensive services as components of business supports and program offerings.</li> </ul>
Business – Support	<ul style="list-style-type: none"> <li>Businesses need to value/subsidize child care for it to be available at different shifts, and to ensure women can enter the workforce when desired.</li> </ul>
Business – Technology Resources	<ul style="list-style-type: none"> <li>Value in and efforts underway to expand business training technology resources, although not equitably available in some counties.</li> <li>Locally based “Find Child Care Nashville” site, awareness of CCRR, and seems to be a need for greater awareness efforts around child care search functions.</li> </ul>
State	<ul style="list-style-type: none"> <li>Desire for differential pay rates and contracted slots from the state, particularly more care options programs don’t want to offer- infant and toddler care, 2<sup>nd</sup> and third shift care</li> </ul>



# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
State - Financial Support	<ul style="list-style-type: none"> <li>Importance of leveraging free supports such as free training, grants [stated desire for assistance with grant writing], free supplies etc.</li> <li>Importance of thinking about financial supports roll outs, ex. Lessons learned from Pre-K and unintended consequences of policies.</li> </ul>
State – Referrals	<ul style="list-style-type: none"> <li>Desire to see a pilot that would connect parents more strongly with care through the employment side, ex. Recruiters have this as a component of the work they do in job placement</li> <li>Structures may be in place (ex CCRR) but they may not be very active. Desire from better (more comprehensive, and proactive) referral systems.</li> </ul>
State – Communication	<ul style="list-style-type: none"> <li>Desire to further align DOE and DHS (a “coming together” because providers perceptions they don’t work together), to reduce redundant expectations, increase communication, improve processes and reframe all DHS and DOE experiences as supporting school readiness and child outcomes.</li> </ul>
State - Awareness	<ul style="list-style-type: none"> <li>Leveraging Power to the Professional as an opportunity for increasing awareness among the profession, as well as those potentially who could enter (high schoolers)</li> <li>Strong recognition of what DHS has done, but a deep desire for greater awareness building</li> </ul>
Desert and Lack of slots	<ul style="list-style-type: none"> <li>Attendees experience deserts as not that the program and care doesn’t exist, but that the program has no capacity (i.e. are fully enrolled already)</li> <li>Opportunity to re-engage or leverage in new ways the classrooms that closed because of VPK</li> <li>Transportation gaps are a big factor in access challenges, particularly for before and afterschool across mixed delivery system, ex, Head Start and PreK and getting to a OST program</li> </ul>
Infant Specific	<ul style="list-style-type: none"> <li>Participants spoke to extreme supply issues for infant care. Its cost prohibitive to programs and they see it as a liability so don’t want to offer it.</li> </ul>

# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Infrastructure	<ul style="list-style-type: none"> <li>• Child care needs to be discussed in all infrastructure conversations- when building new schools, shifting classrooms in schools, running hospitals and large businesses. It is often left out.</li> <li>• Need streamlined paperwork functionality, a lot of time and duplicated efforts are used because of a lack of integrated paperwork</li> </ul>
Finding Child Care Challenges first time parents	<ul style="list-style-type: none"> <li>• Child care search page not well known, people ask within their own networks.</li> </ul>
Licensing barriers	<ul style="list-style-type: none"> <li>• Infant ratios are burdensome, create disincentives to providers to offer this type of care.</li> <li>• Frustrations over the inequities in regulations between DHE and DHS, fire marshal issues discussed several times, transportation, age and qualification requirements etc.</li> <li>• Licensing regulations perceived as creating barriers to profitability, and a general sense that if profits were made, they would be invested in staff credentials and classroom materials.</li> </ul>
Location	<ul style="list-style-type: none"> <li>• Availability and access need to be pegged to business operations, ex. casino and needs for this business, hospital, factories etc.</li> <li>• Concerns that families accept care because of location, and that quality and child development experiences may be poor, but parents make the choices they can.</li> <li>• As families move further away from urban core's due to development and housing costs, there are increasing demands for care with extended hours due to driving time.</li> </ul>
Micro Centres	<ul style="list-style-type: none"> <li>• Desire to expand micro-centres and flush out where single rooms could be used and zoned/licenced appropriately.</li> </ul>



# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Non-traditional provider	<ul style="list-style-type: none"> <li>Family Friend and Neighbor providers afraid of punitive recourse if attempting to become licensed.</li> <li>A lot of families use kith and kin. Opportunities for them to become formal but general concerns over licensing requirements to do so.</li> </ul>
Parents Needs	<ul style="list-style-type: none"> <li>Providers are often unable to fill part-day or half time slots (ex. a parent who wants M/W/F and what do they do with their T/TH)</li> <li>General feelings that the system works for the advantaged- it works for those with educations, with money, and not for single moms, those with disabilities, people of color etc. System isn't equitable.</li> <li>General consensus that families do not know about the family search. IF they even look online, they use Google.</li> <li>What they prioritize is location and do the hours work.</li> </ul>
Parents Needs- Work Benefits	<ul style="list-style-type: none"> <li>Families speak to being just outside the cut off for Head Start, subsidy</li> <li>General feelings that there is a desire to get women in the workforce, an if that's the case child care needs to be figured out. The question of Can you find care with <i>reasonable effort</i>, felt like a joke to them.</li> </ul>
State – Community Resources	<ul style="list-style-type: none"> <li>Desire for community schools approach to supporting the whole child and the whole family</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>Major theme that families are not aware of services and supports, ex. CCR app, Smart Steps, EI, and that they have nowhere to begin understanding services or to get information about what is available.</li> <li>Families experience fear at times to engage in services even when they do know about them because of perceived repercussions (ex. CPS contacted)</li> <li>General sense that families don't understand the system- licensing, subsidy etc. Parents expressed a lack of knowledge surrounding programs such as CCR&amp;R, discount programs from employers, subsidies, and general services or programs available to families (looking at the family as a whole)</li> <li>General lack of knowledge how to find and access child care, especially as a first time parent(s) – lack of knowledge how early you have to start searching for care</li> <li>Lack of accurate, easy to access, available data on child care as a whole for families</li> </ul>

# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Navigation	<ul style="list-style-type: none"> <li>Parents don't know how to navigate the complex system that is child care currently (what is available, how to access, what is quality, funding) –</li> <li>some parents have found DHS isn't helping find locations rather expecting parents to have a location identified when having subsidy – parents have found CCR&amp;R also doesn't always supply referrals</li> <li>They find the system to be challenging with amount of applications which must be completed, on some repetitively in some cases.</li> </ul>
Non traditional hours care	<ul style="list-style-type: none"> <li>There is a demand for early am (5am), second third shift, and flexible drop in options but these are not available because they aren't financially sustaining.</li> <li>Some parents need 2<sup>nd</sup> shift child care to an extent, but overall 3<sup>rd</sup> shift was not addressed as a large community need.</li> <li>Challenging providers run into is capacity limits. If they provide 2<sup>nd</sup> shift then parents MUST pick 1<sup>st</sup> shift children up on time or they can become out of ratio and be vulnerable to violations – this deters some providers from providing these services</li> <li>Assumptions are most children need before and aftercare are being served by unregulated care providers</li> </ul>
Understanding Licensing	<ul style="list-style-type: none"> <li>Lack of general understanding about licensing or even that you have to become licensed which means there is a lot of unlicensed/unregulated care.</li> </ul>
Provider	<ul style="list-style-type: none"> <li>Providers generally feel proud of the programming and services they offer but have an understanding that can continue to improve.</li> <li>There is a desire for private and public to work together. Providers spoke of running into barriers such as: <ul style="list-style-type: none"> <li>facility size restricting the amount of children allow</li> <li>infant care is too expensive, often is not cost effective (1 to 4 ratio)</li> <li>fire marshal costs</li> <li>high staff turnover</li> <li>concern/dislike of SWVPP (Statewide Voluntary PreK) due to lost wages on older kids</li> <li>trainings, paying for trainings</li> <li>subsidy don't cover total cost of care</li> </ul> </li> </ul>

# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Tools or apps or webpages	<ul style="list-style-type: none"> <li>• State technology infrastructure is generally understood as being poor and “clunky”</li> <li>• General sense of needing a webpage or app that is accessible with up to date info is needed for families **Find child care or my child care website only works sometimes – is confusing to all educational levels**</li> <li>• Example: Child Management System (like on Shark tank) – you can look up data, attendance, enrollment, parents can watch the feed throughout the day as desired, documented diaper changes, when eating and send pictures home, as well as documented developmental checklists</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Transportation, particularly in rural areas is a barrier in that it isn’t available and it certainly isn’t child-friendly</li> <li>• Programs with multiple sites are strategic in where they place a child based upon transportation barriers and the burdensome cost for families.</li> </ul>
Waitlist(s)	<ul style="list-style-type: none"> <li>• There isn’t a general awareness of how early on a parents child care search has to begin in order to get through wait-lists.</li> </ul>
Zones and coding	<ul style="list-style-type: none"> <li>• Across the state, there are different codes and requirements.</li> <li>• City limits in some areas restrict family group homes from operating.</li> </ul>
Affordability	<ul style="list-style-type: none"> <li>• General sense that the federal rate of 7% being affordable is no way achievable and that potentially 10% is more achievable.</li> </ul>
COVID-19	<ul style="list-style-type: none"> <li>• Childcare isn’t as profitable as it was before COVID.</li> <li>• Concerns regarding what happens once the federal stimulus funding goes away.</li> </ul>
Grants	<ul style="list-style-type: none"> <li>• Grants requests would be beneficial, in the forms of training, dollars, supplies, facility improvements such as ADA compliance renovations.</li> <li>• Grant funds through one-time payments generally haven’t been helpful in sustaining program operations or staff.</li> <li>• Some reach for funding where its available now, such as through AmazonSmile.</li> </ul>

# High Level Themes from IPR Feedback Focus Groups

Category/Codes	High Level Themes
Parents Income	<ul style="list-style-type: none"> <li>The SmartSteps back pay process (i.e. pay out of pocket until approved) is a barrier.</li> <li>General sense that at the lowest income earning years of your life, you pay the most for childcare.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>There are conversations happening more and more about quality because its everybody's issue.</li> </ul>
Subsidy, certificate	<ul style="list-style-type: none"> <li>EarlySteps can be hard to get on and can be a nightmare process. You wait, find out you make just over the threshold, you have to re-apply for eligibility re-determination, and a myriad of other things can and do happen.</li> <li>Subsidies are a broken funding model, they don't cover the cost of care, the don't cover the cost of quality, the don't cover staffing costs.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>The most common method of communication is word of mouth, however, there is a strong desire for improved communication systems.</li> <li>General sense that CCRR's don't engage enough with the community and don't as a contractor communicate enough with families.</li> </ul>
Culture and demographics	<ul style="list-style-type: none"> <li>There is a gap in care- access, affordability and quality in black and brown communities.</li> <li>There is huge biases against single moms, dads of color, those in the welfare system, who are poor etc. There is a desire to be honest about this, and the implications.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Huge turnover in staff, including directors, has a huge impact on quality.</li> <li>Acknowledgements that quality is valued more highly, and more available, to families of wealth and who are white than those of black, latino etc.</li> <li>Acknowledgement that you can do all the things deemed quality, but there is a deeper need for basic human survival needs to be met foundationally.</li> </ul>
Affordability	<ul style="list-style-type: none"> <li>Every child deserves access to high-quality care.</li> </ul>
QRIS	<ul style="list-style-type: none"> <li>The old rating system was not understood broadly across the field. There is a general hope and feeling that the new system will be easier to understand.</li> <li>Need to help families and the community know what ratings are, that they are available and what they mean.</li> <li>Desire to emphasize some domains over others, ex. Health and Safety and Interactions.</li> <li>Some feelings that QRIS isn't an authentic measure of quality, because it could vary day by day, and is more an internal metric at this point in time.</li> </ul>

# High Level Themes from IPR Feedback Survey

## Access Themes:

- Care for infants and toddlers is particularly scarce and expensive
- Waitlists are common and excessive – even more so for new parents.
- Respondents felt that child care should be closer to home, which helps to better leverage family support networks, adjust to parents changing jobs, and dealing with public transportation issues.
  - Some also reported preferring closer to work.
  - Overall, care shouldn't be out of the way in the home to work commute (a commonly cited travel time was “no more than 15 minutes”).
- Average scoring of need for non-traditional hour care: **6.15/10** (66 responses)

## Affordability Themes:

- Child care is expensive and take a larger share of families' incomes than it should.
- Desire for additional payment supports for families making just above various eligibility thresholds.

# High Level Themes from IPR Feedback Survey

## How Can Unregulated Providers be Encouraged to Obtain a License:

- More availability of funds to train and expand.
- Hiring additional staff adds a large expense, where would they get the funds upfront to hire someone?
- Incentive payments to become licensed.
- Increase public awareness of the importance of regulated child care.

## How Do Parents Find Child Care/How to Improve:

- Word of mouth, personal recommendations, social media
- Can improve through an online system showing open slots (including reviews)

## Child Care Desert Contributing Factors:

- In rural areas in particular, parents can't afford to work and pay for child care; or, lacking of funding on providers' part to start up a child care program
- Lack of infrastructure to support growth and development of programs from a business standpoint
- Child care workers are not valued based on compensation.
- Program open in more affluent areas as parents can afford the care



# High Level Themes from IPR Feedback Survey

## What Does Affordability Mean to You?

- Not exceeding 7-10 percent of a family's income
- “Less than my mortgage”
- Families should be able to afford to their children in care and still be able to work

## Barriers to Accessing Child Care Subsidy/VPK/Head Start:

- Many programs that accept subsidy have waiting lists.
- Transportation not available at these types of programs.
- No before/after school care for some of these programs.
- Long wait times for responses to applications.
- Not enough public knowledge – invest in marketing of different available programs.

# High Level Themes from IPR Feedback Survey

## Financial Supports Offered by Providers:

- Sibling Discounts, staff discounts, discounts for members of sponsoring institution (e.g. churches, universities)
- Waived fees when families have tested positive for COVID
- Many responses said they were unfamiliar with these being offered.

## Supports offered by Businesses/Employers:

- Subsidized tuition mentioned sparingly
- Many responses stated they didn't know of employers offering such an incentive.
- Interesting response: a child care "health savings account" – paying for care with non-taxed income.

## Subsidy and Quality Child Care:

- Perception that lower income families accessing subsidy can only afford "affordable" child care, which can be perceived as being of lower quality.
- "Well trained, well paid workers with the tools and supplies they need are happier in general and that passes on in compassion and care. Funding should go for reasonable training, wages and basic daycare supplies."
- Bonuses for staff retention.

# High Level Themes from IPR Feedback Survey

## Familiarity and Importance of QRIS:

- Several responses confirmed knowledge of the Star Rating System and felt it was a positive factor, and like to see that they are going beyond basic health and safety measures.
- Some indicated they felt the TDHS QRIS was a stronger measurement tool than what is used for VPK (TDOE) programs; while others said the opposite, saying VPK was more educationally focused.
- “I appreciate that programs will be evaluated more often, and that they will be less able to put on a "dog-and-pony show" once a year to earn their STAR rating. I'm also happy to see that interactions will come to the forefront as a quality standard, as I believe that this is the single most important factor in development.”

## Does Your Fee Structure Allow You to Meet Your Quality Goals?

- One provider responded that they are federally funded and still can't afford to fully staff up, as they focus on providing good pay and benefits.
- “The current fee structure is not adequate to meet the needs of the center financially, however balancing the cost for the parents with the funding needed is of great concern. The center works hard to ensure every dollar spent is well spent with quality and price researched to stretch the budget in every area.”
  - Grants have been a big help in addressing this issue

# High Level Themes from IPR Feedback Survey

## Perspective of TDHS and TDOE Regulating Programs

- Similar to the QRIS question, some responses preferred the regulatory program of TDHS to TDOE and vice versa (education versus child care philosophies).
- Many responded not knowing about the separation of duties, or not seeing it as a problem.
- Some responses wanted to see one single entity regulating programs.

## What Could Have Been Helpful in Pursuing a License/Certification

- Offering training and documents in multiple languages.
- Small business classes and grant writing classes.
- Mentors being available for assistance/guidance.
- Assistance in workforce recruitment.



# Peer State Interviews and Research

Update

# Peer State Interview: Georgia

- Having one central agency cut down on reaction time because they did not have to coordinate between several different offices.
  - Child care subsidy was the last program to move to DECAL
  - Having an agency for early childhood **at the cabinet level** greatly helps with getting their priorities heard and actioned upon.
- To help access to child care during the pandemic DECAL completely covered cost of care including the over market rate which is not normally covered. (Will return to previous levels)
- Able to add 10,000 spots on to subsidy for funding and increased funding to 85% margin. (Will return to previous levels)
- Strong push for data-driven decisions to base funding decisions.
- Starting to focus more on CDAs and help staff get more certifications.
- They are helping the pipeline of workers vs. being able to help with worker raises.
- The current issues aren't the availability of programs, but the staffing restrictions within those facilities.

# Peer State Interview: Pennsylvania

## Unified Office:

- One integrated office housing all early child care serving programs suited in one office (including Home Visiting)
- All activities authorized by child care development funds are integrated into the same office (licensing, quality, subsidy as well as early intervention, Part C and Part B 619)

## Coordinated Enrollment via PELICAN Data System:

- When families come in the caseworker can enter in what documents were completed for eligibility, and assure that they were either meeting the work or the training requirements.
- Data governance policy was developed to streamline data system outputs – allowing for easier assessment and distribution of information
- Assists in managing a wait list and funds management
- Families are able to sign up for subsidized child care or for before and after care and then be enrolled into pre-k initiatives at the same time
- Currently developing a mobile app for applying for services



# Peer State Interview: Iowa

## 2021 Child Care Task Force Shared Services Highlighted Actions:

- **Communications Plan** developed for periodic communications to agencies, partners, providers, and the general public to keep open and clear communication throughout the Shared Services Project.
- **Financial Consultants:** Financial consultants (contracted organization) will work with child care providers as they navigate the Child Care Management System. Consultants will focus on the Iron Triangle (full enrollment, full fee collection, ability to cover per child cost) as a successful financial model.
- **Child Care Management System:** CCMS tools will help streamline enrollment and manage a waitlist, track and report daily attendance, generate invoices and collect payment electronically, monitor and manage classroom ratios, manage staff records including professional development certifications and payroll, and communicate with families easily and consistently. A CCMS can be linked to accounting software like QuickBooks to give accurate and timely financial reports that can be used to make sound business decisions.
- **Co-Design Team** (via Iowa's CCR&R) charged with assessing and developing a Shared Services model and prioritization of child care provider needs.
- **Shared Services Alliance Hubs:** Shared services alliance hubs support a partnership of child care providers and aims to strengthen systems and improve efficiency at the provider level by sharing resources to leverage economies of scale.

# Peer State Interview: Iowa

## 2021 Child Care Task Force Other Highlighted Actions:

- Economic development agency administering a total of \$20 to support local infrastructure investments to build or expand child care capacity. An additional \$5 million will be used to support arrangements between employers and child care facilities to expand and reserve child care slots. (Funded by ARPA and other non-child care specific funds)
- Saw similar state/local zoning issue that has been reported to the TN CCTF. During previous legislative session, actions to address these issues in child care was added to a broader package for multiple state/local control reforms that ultimately failed.
- Passed legislation to allow providers to collect their full rate via co-pays if subsidy does not cover published rate.
- Introduction and/or expansion of child care tax credits for businesses and individuals.

# Peer State Interview: Louisiana

## QRIS

- LA utilizes CLASS as their rating system, resulting in points-based scores that are available to consumers.
- Spent much time getting the buy in of everyone over a three year period for the first cohort. Second cohort included quite a bit of mentoring and partnering between first and second cohorts to discuss and work out kinks.

## Coordinated Enrollment

- Coalitions in communities through local governing structures to increase awareness of importance of early childhood and the early childhood opportunities in those communities – further strengthened by Ready Start Networks.
- Made sure that they had clear info on coordinated eligibility with the goal of finding programs for which families are eligible.
- Challenging for some childcare agencies to understand all eligibility and determination information so that is where program partners come in hand. Many worry that if they have them put in an app to a system they will be drawn away to a different program.
- Huge bonus for families. Put in one application and a family is able to find out who has availability versus parents doing research all on their own and driving around to each center to apply.

# Peer State Interview: Louisiana

## Family Child Care

- Although many are underground or unregulated, they're in CACFP, so the state is working carefully and intentionally to partner closely with the food program and its sponsors to help identify low hanging fruit to recruit them over to registration and certification side.

## Ready Start Networks

- One of the pillars of the Ready Start Networks is coalition building. You get everyone in the community on board with the idea that we are responsible for making this work. They build a strong coalition of community members to all work together around this issue that they establish a local governing body. They create a local revenue generation plan.
- It started with each Parish having their own community network-responsible for running their own coordinated enrollment, doing child count, and local observations that led to accountability and performance profiles. State provided an allocation for them to do that work.
- Early childhood education matching fund - you raise dollars at the local level, you're eligible for a state match dollar for dollar



# Potential Solutions

# Preliminary Proposed Solutions

Specific Solutions to Address Issue	Issue Domain	Fed/ State Funding?	Timeline
Expansion of TDHS’ pre-licensure unit.	Access – Supply	State	Short/ Medium
Align state and local zoning requirements around establishing child care facilities.	Accessibility - Supply	State	Medium/Long
Greater alignment and coordination between TDOE and TDHS quality standards, quality improvement teams, assessment tools/systems, and funding streams.	Quality – TDOE-TDHS Alignment	State	Long
Conduct Cost of Quality Analysis. Conduct analysis to ascertain a cost of quality for various age groups. Consider opportunities and implications for aligning cost of quality with reimbursement rates. This would take the form of a cost estimation model.	All categories	Federal	Short
Assign a special task force to create a plan to recruit / retain a qualified early care and education workforce.	Workforce	State	Medium
Improve child care workforce compensation. <ul style="list-style-type: none"> <li>Expansion of additional contracted slots and/or grants to programs?</li> </ul>	Workforce	State	Long



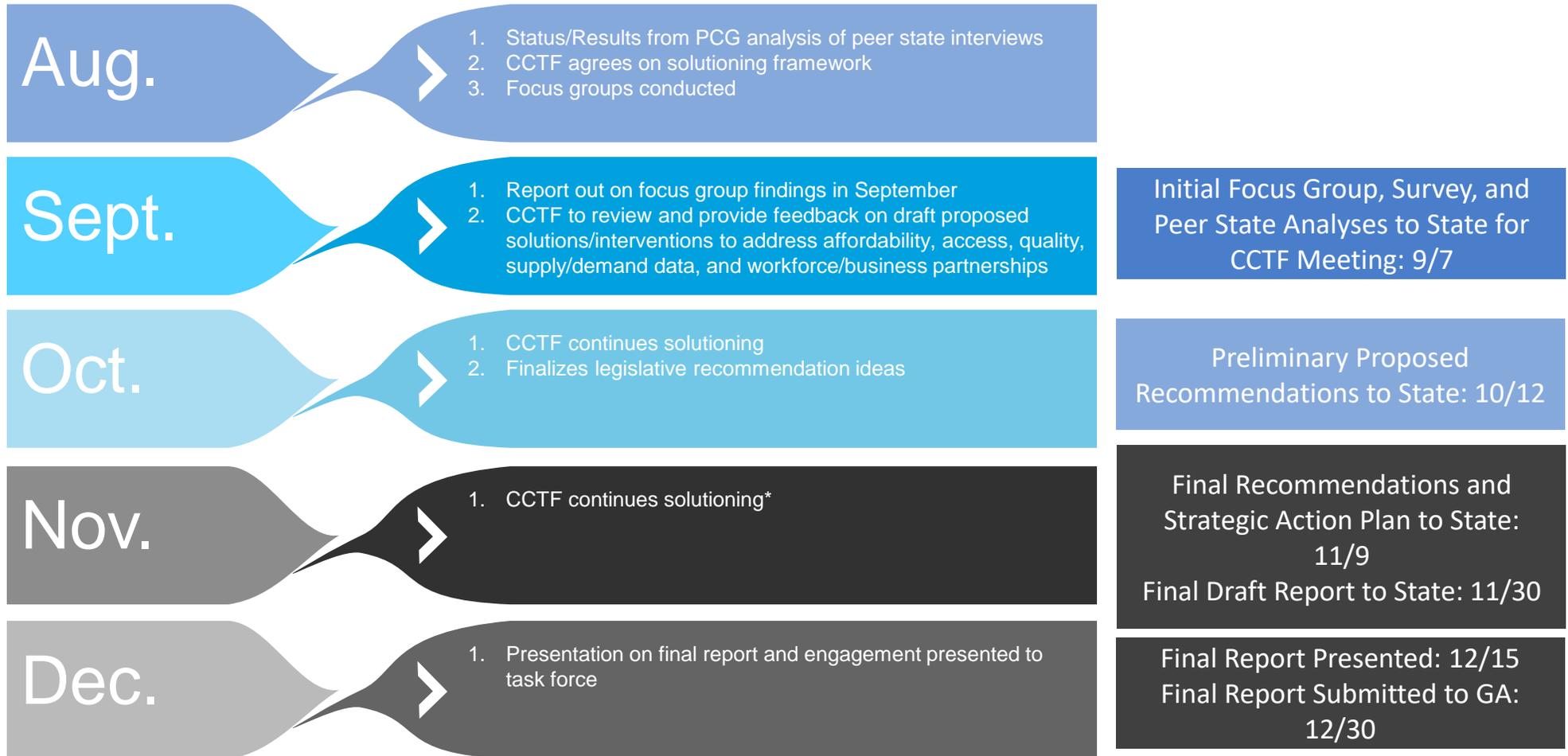
# Preliminary Proposed Solutions

Specific Solutions to Address Issue	Issue Domain	Fed/ State Funding?	Timeline
Reinstitute Corporate Tax Credit and establish other <u>government incentives / grants for employers</u> who invest in employee child care.	Access - Supply	State	Medium
TDOE and TDHS to build best in class statewide <u>online parent navigation tool</u> that includes all publicly-funded early care and education programs and sites (TDOE, TDHS, Head Start, Early Head Start, etc.)	Access – Parent navigation	State	Short
TDOE and TDHS to build a <u>coordinated enrollment system/tool</u> and require all publicly-funded early care and education programs and sites to participate.	Access – Parent navigation	State	Long
Invest in <u>shared services child care network hubs</u> to support economies of scale and expertise for providers.	Access - Supply	State	Medium
Additional incentives for <u>non-traditional hours care</u> beyond current additional rate differential.	Access - Supply	Federal	Short



# Final Report Outline and Schedule

# 2022 Monthly Agenda



\*CCTF Subgroups will review the draft final report during November & December



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**CONSULTING GROUP**

**Solutions that Matter**